

22 October 1975

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Remarks before the Conference on
Minority Employment, 24 October,
1100 hours

1. At your request, I have attached to this memorandum an outline of themes that you might cover during your talk to the conference on Friday. For your information, 53 people will attend from 23 campuses. In addition to the visitors, about 30 Agency people will be present for your remarks. They will act as escorts for the guests during afternoon visits to some of the components.

2. In the attached memorandum to me, Omega Ware has suggested some remarks that you might wish to make with respect to minority recruitment. Though not in your words, his memo will remind you of some major points that you have discussed with him. I have underlined some key thoughts.

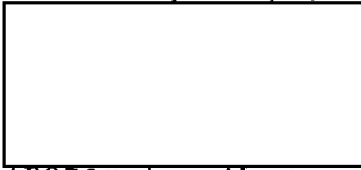
3. Three of your deputies, Ed Proctor, Sayre Stevens, and Jack Blake, and Fred Janney, will precede you on either Thursday or Friday. They will describe the work performed in their directorates and the kinds of academic disciplines and skills they employ. They will discuss their own attitudes toward EEO objectives. Omega Ware, the very first speaker, will discuss the Agency's EEO program. The fact that you reinforce his statements will demonstrate substantial commitment to EEO goals. Bill Nelson will speak very briefly after lunch on Friday.

4. I hope that you will be able to attend the cocktail party for the group late Friday afternoon in the Executive Dining Room. I know many of the visitors would like to say hello to you in informal surroundings. As far as I know, your deputies will be there, except Bill Nelson.


SUBJECT: Conference on Minority Employment, 24 October, 1100 hrs

5. I think the conference is shaping up well and should prove helpful to the Agency in several ways.

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DDI Coordinator for Academic Relations

Attachments:

1. Themes
2. Memo to  from Ware,
21 October 1975

STAT

Mr. Colby--Themes for the Conference on Minority Employment,
24 October, 1100 hours

Paragraphs 1-5: approximately 1/2 hour
Paragraph 6: approximately 1/2 hour

1. This conference is not a PR program related to the present investigations of the Congress. It is part of our Affirmative Action Plan for this year, on file with the Civil Service Commission and available for public review. We are serious about our desire to hire more minority employees. We need the strength that a diverse employee population can bring to our work and to our standing in the government. We need to learn from people like you the best way to stimulate minority applicants. We have invited you here to show you what we do, so that your assistance will be based on a greater understanding of our work.
2. Having invited you here at this time in the Agency's history, I feel obligated to address the question of CIA's future. It would be unfair to ask you to refer applicants to an agency that was in danger of passing from the scene. Let me assure you that intelligence will remain a vital function in the government, and the people who work for CIA will continue to make a strong contribution to our foreign policy for years to come.
3. Remarks about the general nature and direction of the Congressional investigations, pointing out the appropriateness of good oversight, the necessity to protect sources and methods from disclosure, and the fact that the investigators generally believe in the need for intelligence whether or not they agree with all past practices of this particular agency.
4. Insights into the specific near term Congressional proceedings and what seems to lie immediately ahead for CIA in the media.
5. The Executive Branch fully appreciates the need for intelligence. Without it, negotiations with foreign governments on almost any subject would not be possible. Long range planning in foreign affairs would be difficult without estimates of foreign intentions and capabilities. ...Etc... Thus, the intelligence profession will continue to make a critical contribution to the Executive Branch.
6. If you will take questions from the guests--up to one half hour or so--it will be of very great value to the conference and I think to the Agency.

ILLEGIB

21 October 1975

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MEMORANDUM FOR:

SUBJECT : Suggested Points to be Covered in DCI
Address at the "Conference on Minority
Employment"

1. Background Thoughts: The Agency is under attack. For this reason, a conference such as this one is likely to arouse suspicions that our motive is simply that of survival. It would appear further that as a means of that survival we have chosen those elements of our population -- minorities -- which statistics would suggest we have done worse by over the years. With such thoughts in the minds of at least some of our guests (including those sympathetic to our plight) the remarks of the DCI and others should answer the implied questions with a positive statement of our EEO goals. Such a statement could include the following:


2. Draft Statement: The Agency is a vital and successful element of the U.S. Government. We take justifiable pride in our accomplishments and equal pride in the staff of loyal, honest, selfless professionals that we have mustered. We are therefore willing and able to let the full story of our work and dedication stand alone in our defense. However, we are not equally proud of our past employment practices nor of the extent to which the CIA population mirrors that of the working population of the USA. It is that problem that we have, with limited success, been trying to solve over the past several years. Your visit is another step in our plan to achieve that goal. If this Agency is as vital to the national defense and welfare as we believe it to be, then it seems to us that we all have a strong obligation to build an effective and representative CIA. By representative I mean our goal is an Agency which sliced vertically would reveal a cross-section of working America. The varied races, ethnic groups, sexes, age groups, and the physically handicapped would be proportionally represented throughout all grades. By the same token, if the Agency were to be examined horizontally through any grade or discipline the same reflection of America would be found. If this situation were to be achieved (and achievement will be difficult considering the varied and scarce skills and disciplines which CIA employs) our image and the national understanding of our mission would be greatly improved. At a minimum, no group in these United States would have reasonable cause to doubt our domestic intent

- 2 -

and practices because we would be a truly representative American Agency, staffed by a representative population, monitored by the people's representatives, governed by the people's policies, and carrying out the people's orders.

Of course there is also a selfish motive. Our mission and activities are world-wide. The large variety of peoples that make up the USA contains persons of every national origin, race, color, culture, language and appearance. We would be less than professional if we failed to fully tap this resource of potential value to the intelligence mission.

STAT


Omega O. C. Ware, Jr.
Director

Equal Employment Opportunity

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Conference on Minority Employment
23 and 24 October 1975

Thursday, 23 October
1030 - 1130 hours
Auditorium
DDI to Address Participants in Conference

Friday, 24 October
1600 hours
Auditorium
Closing Session--you may want to attend

Friday, 24 October
1730 - 1930 hours
Cocktails
Executive Dining Room
DCI, the four DDs, DCI/EEO and
representation from the EEO Panel,
tourguides, O/Personnel, and DDI/CAR.

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Good Morning.

Pleasure to welcome you to CIA on behalf of the Director, Mr. Colby.

--He will speak to you tomorrow morning.

. But before that you will have the opportunity to learn much about the work of the Agency.

. With that background, I hope that your discussions with Mr. Colby will focus on two matters:

.. minority employment in the Agency.

.. the future of the Agency in the Government.

--On the latter point, I believe you will find him generally optimistic because through all of the recent publicity about the Agency, no one has seriously suggested that intelligence is not necessary to a solidly based foreign policy.

I intend to speak generally about the role of intelligence in the US Government and in particular about CIA and the work of the Intelligence Directorate for which I am responsible and how we contribute to the resolution of major foreign policy and defense issues facing the nation.

Present structure of US intelligence grew out of our experience before and during World War II.

--You all know about Pearl Harbor and the fact that in retrospect the US Government had the information which if properly handled would have alerted us to the attack.

. The Army had info, the Navy had other info, but there was no mechanism or individual responsible for putting info together, making sense of it, and providing it to the right

. It was with this in mind that President Truman
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and the CIA.

. Done by National Security Act of 1947.

Under present law, the DCI has two responsibilities:

- As President's principal intelligence officer, he is responsible for coordinating the activities of all US organizations dealing with foreign intelligence.
- He is also responsible for running CIA.

DCI gets his basic guidance from the President and the NSC through a series of directives and ad hoc memoranda.

- President has a PFIAB--composed of outstanding people from industry and Government who monitor all activities on behalf of the President--Admiral Anderson, Dr. Land, Dr. Teller, Mrs. Luce, Dr. Foster, Dr. Baker, Mr. Cherne, Mr. Galvin, Mr. Gray, Dr. Shultz.

. Looks into problems on own initiative or in response to questions raised by President--no limits--meet every two or three months.

- NSCIC--chaired by Kissinger--major consumers, to give guidance on substantive issues and needs.
- . Working Group.

DCI responds to the needs of the NSC mechanism:

- This is where key aspects of foreign political, military, and economic policy are discussed.
- It is the DCI's primary responsibility to provide the people on the NSC and their staffs with info and judgments about what is going on abroad that they need to do their jobs.
- . This includes the President, the Secretaries of State, Defense, and Treasury.
- . Those who are responsible for the formulation

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- NSC has a large substructure--committees and panels on SALT, MBFR, Defense Policy.
- .NSSM mechanism
- .NIEs
- .USIB

Congressional supervision:

- Our four committees.
- Testify before others.

Resources in intelligence.

CIA

- Limits on responsibility.
 - . Foreign intelligence..FBI has domestic.
 - . No internal police authority.
 - . No subpoena power.
- Collection. *overt, technical, clandestine*
- Processing. -
- Production. - *NIEs, Current, monographs.*
- Covert Action--US carries on a wide variety of programs to influence foreign affairs--mostly overt and attributed to US Government. -Diplomatic, aid (economic and military), VOA, etc.
 - . Occasionally, Government decides the best way to influence foreign developments is to do it in a way that it is not attributable to USG.
 - . Very small, especially compared to overt side.
 - . Reviewed and approved by special NSC Committee--chaired by Kissinger.
 - . Law now requires President to approve each Covert Action project and we must inform committees in Congress of Covert Action program.
 - . Covert Action was one of the activities of the Agency which had much of the publicity last year

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I am particularly interested in what we call the "production" part of the intelligence process.

My Directorate produces finished foreign intelligence for use by policymakers. (Finished intelligence is evaluated information, as opposed to raw data.) It is information which has been put in context. Five offices in my Directorate produce finished intelligence as their primary mission. They draw on every imaginable open and secret source of data to do their jobs. They present their findings in several formats:

- (OCI, OER, OSR). Several varieties of current--that is, regular, daily--reporting. This includes a newspaper format distributed quite restrictively; a special Presidential Brief distributed in only (3) copies to the President, Vice President, and President's Assistant for National Security Affairs; ~~and~~
 - other current reports of varying length at lower classifications for a broader audience. We now produce a special series for the Congress at the classified level, as well.
- (OCI, OER, OSR, OPR). We prepare intelligence contributions to documents that discuss policy options (NSSMs, NIAMs, etc.). We do not recommend policy, but rather describe the situation in which the policymaker is considering an action. When asked, we estimate foreign reactions to a certain projected US action.
- (OPR, OER, OGCR, OSR). We prepare classified and unclassified research studies similar in their formats to articles in scholarly journals or to monographs. These generally try to examine a specific aspect of a subject in some depth. Such studies take time and are

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category of research is our geographic/
cartographic work. A number of items produced
by these specialists are for sale from the GPO,
most recently the USSR Agricultural Atlas.

--All of our work must be germane to policymaker
needs, either as they have been stated or as we
have perceived them. We cannot afford to be
irrelevant, or to be too late with our information
and insights. We work on deadlines and under
pressures other than time pressure. We make
mistakes, but we also succeed. You know most
about the mistakes. Let me just say that were
it not for our successes, there would be no SALT
agreement, no confidence in our ability to
monitor a Middle East peace agreement, etc.

In addition to the production of finished intelligence,
I manage two offices that prepare raw data for
analysts to use. One--the FBIS--publishes ~~collects~~
()00,000 words of translations of foreign broad-
casts and written press every day. The FBIS
analyze trends in propaganda emanating from the
USSR and China and ~~more widely~~ report them as finished
intelligence. The work of FBIS is for sale through
the National Technical Information Service, and
many of your schools are purchasers. Their
product is indispensable to good political, economic,
and military analysis.

Another office--IAS--takes a strong role in the
initial interpretation of special intelligence that
allows the monitoring of SALT and the development
of foreign military capabilities.

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Finally, the Central Reference Service is a major support element in my Directorate. They manage the incoming information and make it readily retrievable for the analysts. They also produce biographic intelligence on important foreign personalities.

 Now, what kinds of skills ^{are needed by} have I described as ~~useful~~ to my Directorate? We need people who can do solid research in international relations-- political scientists, economists, historians, geographers, agronomists, and linguists. All should be people of good judgment or they won't survive. They must write well. They must think creatively. Add to these, people who understand and can develop and apply analytical methodologies. Add librarians--reference librarians of the traditional school and retrieval experts of the computer age. Add technicians and engineers and some scientists and you will begin to understand the variety of skills used in my Directorate.

We are expected to deliver a high-quality product, and as a consequence we must rely on high-quality talent. Your schools are recognized for their excellence in a variety of disciplines, including those that I have mentioned. For some years students of yours have been seeking employment here. We hope that you will continue to help us find the most promising ones in the future. We hope that this conference will make it clear to you that no qualified candidate should exclude himself or herself from consideration here without

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offer professionally. I personally hope that
minority applicants will look at Agency employ-
ment somewhat more openly than in the past.
The opportunities are here.

I would be pleased to answer questions until
Dr. Stevens arrives.

Mr. Walsh--

Revised schedule for the EEO days.

The cocktail party was originally scheduled for the 23rd; now it is on for the 24th.

Several days ago we sent the DCI and DDCI a copy of the schedule. Send them a copy of the new one?

Hold a copy for Mr. Proctor since he is the one doing?

*per Mr. Walsh,
wait until 10
days
before*

8 Oct. -- gave DCI + DDCI a copy

PROGRAM

GUESTS

23 October

0830 Auditorium
Badging and Administration

0915 Welcome to CIA
[redacted] Coordinator for Academic Relations

0930 Remarks by Agency Officials
0930 Mr. Omega Ware, Director, Office of Equal Employment Opportunity
1030 Dr. Edward Proctor, Deputy Director for Intelligence
1130 Dr. Sayre Stevens, Associate Deputy Director for Science & Technology

1245 Lunch with DDA, DDI and DDS&T tourguides

1345 Visits to DDI and DDS&T offices

1600 Auditorium
Discussions on day's activities

1700 Return to Hotel

24 October

0830 Auditorium
Badging

0845 Opening Remarks
[redacted]

0900 Remarks by Agency Officials
0900 Mr. John F. Blake, Deputy Director for Administration
1000 Mr. F. W. M. Janney, Director of Personnel
1100 Mr. William E. Colby, Director of Central Intelligence

1215 Lunch with DDA, DDI and DDS&T tourguides

1315 Auditorium
Brief Remarks by Mr. William Nelson, Deputy Director for Operations

1345 Visits to DDA and DCI area offices

1600 Auditorium
Feedback Session

1730 Cocktails in the Executive Dining Room

1930 Return to Hotel

University of California, Berkeley

Ms. Jane Adams
Mr. Willard Eng

University of California, Los Angeles

Mr. Winston Doby
Mr. Charles Sundberg

University of California, San Diego

Dr. Raymond Dye
Mr. Fred Henderson
Ms. Rena Reno

Howard University

Mrs. Pearl Bailey
Mr. Samuel Hall

University of Illinois, Chicago Circle

Mr. Raymond Dalton
Mr. Weyman L. Edwards
Mr. Roger L. Pulliam

University of Illinois, Medical Center

Ms. Carol A. Cottrell

University of Illinois, Urbana-Champaign

Mr. Anthony G. Dew
Ms. Sandra F. Norris
Mr. Paul E. Parker

Indiana University

Mr. Horacio Lewis
Mr. George Taliaferro

Iowa State University

Dr. Marcia Donnerstein
Ms. Augustine Wright

University of Kansas

Mr. Tony Espinosa
Ms. Helen Kimball
Dr. Richard Lee

University of Maryland

Mrs. Laura Gardner
Mr. Hugh Warner

University of Michigan, Ann Arbor

Dr. Harold P. Fowler

University of Michigan, Dearborn

Mr. Robert B. Vokac
Dr. Joseph M. Wright

University of Michigan, Flint

Mr. John H. McCrac
Dr. M. J. Roberson

Michigan State University

Ms. Clare Duncan
Mr. Gumecindo Salas
Mr. Carl Taylor

University of Minnesota

Ms. Jeanne Lupton
Mr. Frank B. Wilderson
Ms. Lillian Williams

City University of New York

Mr. Dean Harrison
Mr. Hans J. Hillerbrand
Ms. Norma S. Rees

University of North Carolina

Mr. Joe M. Calloway
Mr. H. B. Renwick
Mr. Carl W. Smith

Ohio State University

Dr. William J. Holloway

Pennsylvania State University

Mr. Jeff W. Garis
Mr. John Johnson

University of Washington

Mr. William L. Baker
Mr. Herman McKinney

University of Wisconsin, Madison

Mr. Merritt Norvell
Mr. L. H. Ritcherson

University of Wisconsin, Milwaukee

Dr. Helen Batchelor
Mr. Roy Evans
Mr. Kirby Stanat
Ms. Mary Wada

CENTRAL INTELLIGENCE AGENCY

*Conference on
Minority Employment*



23-24 October 1975

Washington, D. C.

1 OCT 1975

Approved For Release 2005/07/01 : CIA-RDP80B01495R000400040009-8

Tentative Schedule

23 October

STAT 0800 Guests picked up at _____ Hotel.

0830 Badged in auditorium and administration (\$).

0915 DDI/CAR welcomes guests, brief remarks about Agenda, introduces DCI/EE0.

0930 DCI/EE0 welcomes guests and speaks generally to the Agency's attitude toward minority employment. No questions.

1000 DDI speaks to the guests about the role of intelligence in the government bringing the discussion around to the role of the Intelligence Directorate, its components, skills employed, his attitude on EE0. Questions and answers. This will be the only general briefing about intelligence per se.

1130 DDS&T speaks about the role of his directorate in the Agency, skills employed, and his attitude toward EE0. Questions and answers.

1245 Lunch -- Rendezvous Room with DDI and DDS&T tourguides.

1345 Groups of no more than five each will visit one of the DDI or DDS&T offices for an hour.

1445 The groups will switch directorates.

1545 Return to auditorium.

1600 Questions and answers on the day's activities -- Agency resource people will be representatives from each office visited, plus O/Pers and DCI/EE0, plus DDI/CAR as moderator.

1700 Return to hotel -- evening free.
or so

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Tentative Schedule

24 October

STAT

0800 Guests picked up at _____ Hotel.

0830 Badged in auditorium.

0845 Opening remarks by DDI/CAR.

0900 DDA speaks on role of his directorate, skills employed, attitude toward EEO. Questions and answers.

1000 DCI speaks on his minority employment attitudes. State of the Agency should also be addressed, though as the second point of his talk. Questions and answers as his time permits.

1120 D/Pers talks about the Agency's need for personnel with wide range of
or so substantive backgrounds. Addresses minority recruitment, placement, and employment statistics in a general way. Explains the entire process of becoming an employee, pay, and promotion policy. Some questions and answers.

1215 Lunch -- Rendezvous Room with DDA, DDI, DDS&T tourguides.

1315 Return to auditorium. DDO speaks on the role of his directorate in the Agency, his use of skills, his attitude toward EEO. Questions and answers.

1415 Groups of no more than five each will visit one DDA office or the DCI area. (Comptroller will handle)

1515 Groups will switch.

1630 Auditorium -- DDI, DCI/EEO, O/Pers, DDI/CAR, all tourguides for the two days.

1730- Cocktails in the Executive Dining Room with the DCI, the four Deputies,
1930 DCI/EEO and representation from the EEO Panel, tourguides from both days, O/Pers, and DDI/CAR.

1930 Return to hotel -- end of visit.